

EAST RENFREWSHIRE COUNCIL

AUDIT AND SCRUTINY COMMITTEE

2 March 2017

Report by Chief Executive

REVIEW OF THE STRATEGIC RISK REGISTER
AND RISK MANAGEMENT PROGRESS

PURPOSE OF REPORT

1. This report provides the Audit and Scrutiny Committee with the latest biannual update of the Council's strategic risk register and a summary of risk management progress. The previous update of the Council's strategic risk register was considered by the Audit and Scrutiny Committee on 29 September 2016.

RECOMMENDATIONS

2. The Audit and Scrutiny Committee is asked to note the development of the Council's strategic risk register and the progress with risk management across the Council.

BACKGROUND

3. The strategic risk register (Appendix 1) sets out the key strategic risks to be considered by East Renfrewshire Council and details the actions that management has put in place to manage these risks. Each service has an operational risk register to record day to day and service specific risks.

4. As well as deletions from the strategic risk register, several risks have been amended to include additional control measures and the risks have been rescored for significance. A thorough review of all risks on the register was undertaken by the CMT and risks are now grouped in the register by outcome from the SOA. There are now 25 risks of which 8 are evaluated as high, 13 medium and 4 low.

5. Relevant significant risks which may impact on the achievement of the Council's outcomes relating to the work of the Integrated Joint Board and the Culture and Leisure Trust have been considered as part of this update.

REPORT

6. The following remain as **high risks (summarised below with additional wording highlighted in bold- risk no in italics)**

- 6.1 Reduced central government funding (1).
- 6.2 Interruption to service or total inability to provide ICT Services due to the loss of the Barrhead Data Centre **and/or other critical infrastructure components** (7).
- 6.3 Outcome of EU referendum leads to economic uncertainty (9).
- 6.4 Impact of Living Wage on the council's, **contractors and commissioned providers salary** scales (10).
- 6.5 Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours (12).
- 6.6 Increase in the number of vulnerable adults and children with additional support requirements (15).

- 6.7 Closure of facilities (related to Trust) as a result of unforeseen failure (17).
- 6.8 Increase in older people due to demographic changes leads to an over demand (25).
7. The following risks **were removed** from the register
- 7.1 Uncertainty over changes to ward boundaries leads to delay in preparations for 2017 elections.
Update: In October 2016, the Council expressed its extreme disappointment that the Scottish Government accepted ward design proposals set out by the Local Government Boundary Commission which we believe are fundamentally flawed.
- 7.2 National redesign of community justice and review of criminal justice social work funding could lead to removal of ring fenced funding and additional pressures on limited resources to manage risk and protect local communities.
Update: The Council received confirmation that ring fenced funds for community justice are not at risk for 2017/18.
- 7.3 Due to the increased demand for services to develop new and emerging opportunities there is a risk of reducing service levels damaging council reputation if staff do not adapt quickly.
Update: This risk was reworded to reflect the current situation and is now included within revised risk no 4.
- 7.4 Ongoing tribunal decisions on equal pay claims and receipt of second wave equal pay claims leads to substantial financial liability.
Update: Final claims settled.
- 7.5 Equality and Human Rights Commission (EHRC) intention to legally challenge kinship care allowance rates paid by local authorities may lead to significant financial liability for the council.
Update: Local authorities and COSLA worked with Social Work Scotland and Scottish Government on a solution. The implemented solution removes the legal threat so that both foster carers and kinship carers receive the same amount of funding. This decision had significant financial implications for the Council. Risk no 13 on the current risk register reflects the ongoing financial implications.
- 7.6 Any local/national incident or emergency impacting business continuity e.g. extreme weather, industrial action, system failure, pandemic illness.
Update: CMT agreed that this risk should be included in operational/departmental registers where appropriate and the risk will be added to the strategic risk register in specific circumstances.
- 7.7 Economic difficulties and future changes to welfare/benefits legislation leads to an increase in poverty or hardship, the creation of an over/under demand on certain council services and a reduction in council income to support services.
Update: After reflection, it was agreed that this should not be classed as a strategic risk, it is instead a key priority for the Council to alleviate poverty and reduce its impact on residents. Therefore it was removed from the register however the Council continues to prioritise measures and joint working with agencies to support residents.
8. The following risks **reduced in score from high to medium (any changes in wording highlighted in bold)**
- 8.1 If the grant condition on local government funding i.e. pupil: teacher ratio is not met nationally in 2017/18 or the living wage is not maintained across all council services then the Council's reputation would be adversely affected **and it could face financial penalties.** (14).

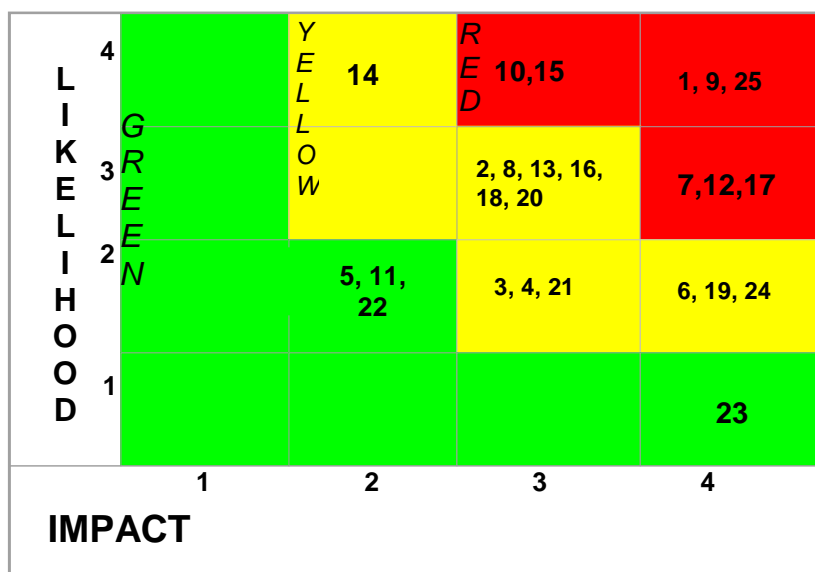
- 8.2 Increase in construction inflation costs may negatively impact on the planned capital plan (20).
 - 8.3 Ensuring sufficient catchment places for East Renfrewshire children and young people in light of new residential developments- in particular the Local Development Plan (16).
 - 8.4 Lack of appropriately skilled workforce due to the combination of loss of experience from redundancy / retirement, difficulties recruiting due to temporary contracts and shortage of skills in market place leads to a reduction in service levels damaging council reputation (3).
9. The following risks retained the same score as before but the risk descriptions were amended to **reflect the current position**.
- 9.1 Projects included in the Glasgow and Clyde Valley City Deal programme **(including those outwith East Renfrewshire)** do not proceed on schedule and/or do not produce the anticipated economic benefits resulting in a gap in funding provided by UK and Scottish Government (19).
 - 9.2 The **drive to deliver our ambitious change programme** has an adverse impact on our employees as they strive to balance a relentless pace and scale of change with day to day responsibilities, leading to slower delivery of benefits (4).
10. A **sample of control measures which have been implemented or are proposed** include:
- 10.1 Outline Financial Plan to Council (Feb 2017) which takes cognisance of the economic uncertainty around the EU referendum outcome. Reserves policy paper to Council (Feb 2017) (1 and 9).
 - 10.2 Early years- Scottish Government's draft budget 2017/18 includes some revenue and capital provision- allocations of which are awaited (12).
 - 10.3 Develop a training programme for existing staff to gain necessary qualification to work in Early Learning and Childcare sector. Work as part of an inter-authority partnership to develop clear guidelines on quality early learning and childcare provision (12).
 - 10.4 Education Resource Group to manage specialist resources and admission to specialist education provision. Implement Children's services redesign HSCP (15).
 - 10.5 New arrangements for admissions and P7 to S1 transfer for all Roman Catholic and non-denominational primary and secondary schools were approved on 20 December 2016 and are being implemented (16).
 - 10.6 Improved CPA process and a more corporate approach to service delivery through the Corporate Asset Management Group. The CAMG monitor impact of construction inflation closely (20).
 - 10.7 Centralisation of invoice delivery to Creditors implemented January 2017 (8).
 - 10.8 Audit process in place with staff training for Multi-Agency Public Protection Arrangements (MAPPA) extension to include violent offenders who present a serious risk of harm (23).

11. There are now 25 risks, in total, on the strategic risk register of which 8 are evaluated as high, 13 medium and 4 low.

12. The strategic risk register continues to align with the council's key outcomes (risks are grouped by outcomes) and the current internal and external business environment. The risk register reflects the corporate risks associated with the current strategic change and transformation agenda of the council.

RISK TOLERANCE AND LINKS TO THE SINGLE OUTCOME AGREEMENT

13. Map of strategic risks in East Renfrewshire Council (risk nos. from 1-25)



Risk Score	Overall Rating
11-16	High RED
5-10	Medium YELLOW
1-4	Low GREEN

Count of risk	Category			
	Low GREEN	Medium YELLOW	High RED	Total
Local outcomes				
1. All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.	0	1	1	2
2. East Renfrewshire residents are fit and active and have the skills for learning, life and work	0	3	2	5
3. East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.	1	3	0	4
4. East Renfrewshire residents are safe and supported in their communities and homes.	1	1	0	2
5. Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.	0	0	1	1
Customer, Efficiency and People Outcomes	2	5	4	11
Total strategic risks	4	13	8	25

RISK PROGRESS

14. Over 2016, the Corporate Risk Management Group met to review the risk management process to identify areas for improvement. This resulted in more emphasis on the discussion of risks at departmental management team meetings. The Corporate Management Team decided to change their approach to reviewing the strategic risk register and it now forms part of the agenda. Therefore, the review of risks is taking place more regularly on a formal basis within regular board meetings.

15. Departmental risk representatives continue to embed risk management principles within their departments and ensuring that staff attend risk management training (on the corporate calendar). We also carried out a number of bespoke training courses for education, the IJB, senior management, procurement and insurance during the year. Our approach to risk management is constantly under review to incorporate best practice.

FINANCE AND EFFICIENCY

16. The review of the strategic risk register forms a fundamental role in ensuring that the Council meets the objectives detailed in the Single Outcome Agreement, Corporate Statement, Modern Ambitious Programme and the Outcome Delivery Plan.

CONSULTATION

17. The Corporate Management Team, Heads of Service and all Corporate Risk Representatives were invited to provide updates to the strategic risk register. In addition to this, all operational risk registers were scrutinised and high risks examined to determine if they should be escalated to the strategic risk register. Risks associated with East Renfrewshire Culture and Leisure (ERCL) and the Integrated Joint Board were also considered and escalated to the Council's strategic risk register where appropriate.

CONCLUSION

18. The risks captured in the strategic risk register continue to be monitored and evaluated by the Corporate Management Team on a regular basis. Although the strategic risk register is reported every 6 months to the Audit and Scrutiny Committee and annually to the Cabinet, the register will be updated continually throughout the next year and referred to as a live document.

19. As part of the review of the register, 7 risks were removed, 5 risk descriptions were updated and several mitigation measures were amended. There are now 25 risks on the strategic risk register of which 8 are evaluated as high, 13 medium and 4 low.

RECOMMENDATIONS

20. The Audit and Scrutiny Committee is asked to note the development of the Council's strategic risk register and the progress with risk management across the Council.

Lorraine McMillan, Chief Executive

21 February 2017

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Annex 1 Council's strategic risk register

KEY WORDS

This report provides the Audit and Scrutiny Committee with the latest biannual update of the Council's strategic risk register.

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Strategic Risk Register
East Renfrewshire Council

Appendix 1

East Renfrewshire Council's Vision: A modern ambitious council, creating a fairer future with all

Risk Score	Overall Rating
11-16	High
5-10	Medium
1-4	Low

Completed by: Corporate Management Team/Heads of Service

Date reviewed: 21/02/2017

C = Changed
N = New
S = Same

Risk status S/C/N (same, change, new)	No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Assessment of Residual Risk [proposed]		
				Likelihood (Probability) [L]	Impact (Severity) [I]	Risk Score [L x I]		Likelihood (Probability) [L]	Impact (Severity) [I]	Residual Risk Score
Customer, Efficiency and People Outcomes										
C	1	Reduced central government funding leading to failure to support the current level of service provision and the requirement to draw down council reserves to an unacceptable level, leading to public discontent and negative effect on the Council's reputation and increased pressure on future years' budgets.	Budget strategy group Corporate ownership Treasury management strategy Increase in council's reserves (met target of maintaining reserves at 4% of net revenue budget) 3 Year budget arrangements Early communication of likely impacts and issues affecting the Council (budget) Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes. Close monitoring of expenditure/income against budget throughout year. Prioritisation of Modern Ambitious Programme and continual review of projects to ensure effective progress and business cases.	4	4	16	Achievement of targets and outcomes outlined in Modern Ambitious Programme. Long term budget and scenario planning. Outline Financial Plan to Council Feb 2017. Reserves policy paper to Council Feb 2017. Option to increase Council Tax from 2017/18.	3	4	12
C	2	Improvements to the reconciliation process for certain Health and Social Care Partnership client payments are not effective in preventing future overpayments to service providers.	Care cost invoices for all client groups are matched to client service agreements held within the CareFinance system. Annual reconciliations completed for 2015/16. Quarterly reconciliations are being undertaken in 2016/17 and will continue. Schedule payments ceased March 2016. Restructured HSCP finance team and implementation of audit recommendations ensuring robust controls.	3	3	9	Any open audit actions and progress are reported to every IJB Performance & Audit Committee Development work will continue to ensure we maximise system benefits and optimise the reporting functionality.	2	3	6
C	3	Lack of appropriately skilled workforce due to the combination of loss of experience from redundancy / retirement, difficulties recruiting due to temporary contracts and shortage of skills in market place leads to a reduction in service levels damaging council reputation.	New Leadership Competencies (which are linked to PRD) and the new Leaders of the Future Development Programme. Head of Service lead in each department on workforce planning with an active corporate workforce planning group. Use of organisational and financial business case when considering redundancies/ early retirements. Workforce planning strategy approved with improved recruitment and selection procedures. Succession planning toolkit available for managers. Develop a Career Long Professional Learning (CLPL) strategy and a programme to support teacher leadership Actively support COSLA working groups to benchmark best practices in workforce planning. Full implementation of Leadership Competencies and Leaders of the Future Development Programme. New Modern Ambitious Programme (MAP) launched with core workstreams on OD, Digital, Data and Modernising.	2	3	6	Further workforce planning and review. Full implementation of Modern Ambitious Programme (MAP).	2	2	4
C	4	The drive to deliver our ambitious change programme has an adverse impact on our employees as they strive to balance a relentless pace and scale of change with day to day responsibilities, leading to slower delivery of benefits.	PSE programme closed after 5 years in reports to Cabinet in June/August 2015. New change programme launched (Cabinet June 2015 & August 2015) in form of Modern Ambitious Programme with core workstreams on OD, Digital, Data and Modernising. Capacity grid concept developed to manage key resources. MAP governance in place to prioritise resource and ensure benefits are delivered. Development of change management skills across the Council using accredited Project Management Courses, agile courses, management training and yellow belt training to assist with service redesign. Capital Bids required to demonstrate alignment to 5 capabilities and single outcome agreement Overall summary of cashable efficiency benefits produced as part of Annual Efficiency Statement. Discussion of benefits in Change Boards as part of project mandates, briefs and PIDS. Closer working with ICT using HOS and posts of Enterprise Architect and IT Business Relationship Managers.	2	3	6	Use of capacity grid to transparently flag impact of new and ongoing projects for key corporate resources (e.g. ICT, HR, PMO) Encouraging staff to develop project management and change management skills to support change in their departments. Consideration of flexible external capacity and capability when change projects require. Mapping of budget savings proposals to MAP and 5 Capabilities as part of budget process Utilisation of Transformation Fund to resource change projects.	1	3	3

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Customer, Efficiency and People Outcomes (cont.)										
C	5	Failure to reduce absence levels which will affect the Council's ability to provide high quality services and lead to additional cost.	Two additional HR resource are coaching and mentoring managers on how best to tackle absence especially complex issues particularly in hot spot areas. Continue to monitor the best practices and see which has the most impact. Improved reporting (now electronic automated reports available from the system) . Trigger reports are issued to managers. Increased accountability within departments for return to work and absence review meetings leading to increased adherence to policy and improved use of the capability policy. DMTs and CMT receiving regular absence reports and are reviewing absence levels closely. Revised maximising attendance policy implemented. New Occupational Health tender awarded to improve the support and service received. Absence management training improved with blended learning approach which allows more practical focus on case studies.	2	2	4		2	2	4
C	6	Failure to effectively manage the Council's information assets to comply with Information legislation, in particular the Public Records (Scotland) Act, the Freedom of Information (Scotland) Act, the Data Protection Act and the Public Service Network standard (PSN). This could result in legal action, financial penalty, damage to council reputation and/or inability to provide council services.	ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats. IT Health Check and Information Security audit carried out annually to check compliance with recognised information security standards including PSN and PCI (see proposed measures on PCI). Security standards are reviewed and revised using a risk management approach. The Council is a member or several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. The CMT agreed that Information Security training should be mandatory to raise staff awareness of cyber threats Development of the corporate electronic document & records management system.	2	4	8	Information Classification Software to be deployed across Council's networks. Achieve full PCI-DSS Compliance by meeting Merchant Bank requirements and delivering Cardholder Not Present compliance through the Core Corporate Project. Review of the Council's Records Management Plan. Review Processes and procedures to ensure compliance with the new General Data Protection Regulations	1	3	3
C	7	Interruption to service or total inability to provide ICT Services due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).	Ensure that a robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience. Ensure that the Council has up to date Business Continuity Plans. Ensure that equipment is regularly maintained and replaced as required. Ensure supplier(s) contracts support recovery activities.	3	4	12	Secure a co-located Data Centre or equivalent geographically different Disaster Recovery capability at a commercial or Undertake Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery. Perform regular audited disaster recovery tests and rehearsals. Improve monitoring and alerting of hardware and environmental systems to provide a proactive response. Improve fire protection and monitoring systems in current Barrhead Data Centre. Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability.	2	2	4

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Risk Score	Overall Rating
11-16	High
5-10	Medium
1-4	Low

Completed by: Corporate Management Team/Heads of Service

Date reviewed: 21/02/2017
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Customer, Efficiency and People Outcomes (cont.)										
C	8	Failure to pay invoices within a specified timeframe (Local Government Benchmarking Framework indicator) which could lead to cessation of suppliers, risks to delivery of critical services; reputational damage to Council and possibly, in the extreme, legal action.	Successful implementation programme for EDRM system for invoice scanning, storage and retrieval to improve management of creditor payments underway. Centralisation of invoice delivery to Creditors implemented January 2017. Action plans in place to deal with Internal Audit recommendations. Participating in national group looking at invoice performance indicator. Regular sessions with departmental representatives to address progress. Progress report to Audit and Scrutiny Committee in January 2017. Overtime and temporary staff being used to manage workloads and provide additional capacity for processing and evidence of performance improvements. New management of the service through Business Change & Revenues Service to enhance resilience for staff and fast-track the change programme. Permanent post for management of Creditors team appointed.	3	3	9	E-invoicing project commencing 2017/18. Monthly departmental breakdowns of invoice performance to be provided for Chief Executive. New process for escalation of outstanding invoices to be introduced January 2017. Ongoing supplier management as part of centralisation. Full implementation of EDMS system for invoice scanning, storage and retrieval to improve management of creditor payments due in 2017. Departments reminded of their obligations to pass invoices, correctly and timeously for processing and follow-up stakeholder engagement planned and regular department information passed back to ensure improved processes in departments.	2	3	6
C	9	Outcome of EU referendum leads to economic uncertainty and detrimental impact on the Council budget.	Economic situation monitored via Directors of Finance network/ Liaison with Scottish Government via COSLA to keep up to date with likely developments on UK/Scottish settlements.	4	4	16	Budget Strategy Group to plan for range of financial scenarios. Outline Financial Plan to Council Feb 2017 takes cognisance of this.	4	3	12
C	10	Impact of Living Wage on the council's, contractors and commissioned place providers salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades.	Supplement currently paid on Grade 1,2 and 3. COSLA paper has been prepared to share with Elected Members on the impact of living wage	4	3	12	A full review of the grading scheme could be required. There are two possible outcomes - maintain a supplement with low impact or a full salary grade review which could result in significant cost to the council.	4	2	8
C	11	Inappropriate use of social media leads to information breaches compromising customer relationships leading to reputational damage, substantial fines or prosecution.	Social media policy and guidelines for employees. Employee code of conduct. Handbook for social media business users. Approval required from Communications Team prior to setting up any new social media accounts. Social media training and resources.	2	2	4	Additional training/ reminders for staff, development of better digital skills for staff.	1	2	2

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				[L]	[I]	[L x I]		[L]	[I]	[L x I]
SOA 1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.										
C	12	Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours of flexible early learning and childcare (by 2020) or further changes in entitlement.	<p>Scottish Government is consulting with local authorities to assess capacity, population and workforce requirements for the 1140 hours. Additional revenue and some capital funding is anticipated to support the implementation of this policy. Scottish Government's draft budget 2017/18 includes some revenue and capital provision- allocations of which are awaited.</p> <p>Progress new facilities in the capital plan which have if required undergone education statutory consultation and have Education committee approval.</p> <p>New build primary schools noted in capital plan include some early years provision. Current capital plan also includes provision for non denominational nursery from re-modelling accommodation at St Cadoc's PS - subject to education statutory consultation.</p> <p>Implement Early Learning and Childcare Strategy to plan</p> <p>A scoping bid has been prepared for consideration through the capital plan to address additional places required. In the interim officers are assessing requirements.</p>	3	4	12	<p>Detailed Capital Project Appraisals (CPAs) prepared for consideration through the capital plan to address additional places required. Establish new provision in accordance with approvals granted.</p> <p>Continue to monitor provision in light of any policy changes/legislation and make appropriate bids for funding to take forward any required projects.</p> <p>Support new partner providers to establish high quality nurseries in areas where places are at a premium. Develop a training programme for existing staff to gain necessary qualification to work in Early Learning and Childcare sector. Work as part of an inter-authority partnership to develop clear guidelines on quality early learning and childcare provision.</p>	2	4	8
C	13	Potential new duties from the Children and Young People (Scotland) Act in relation to extending the age to which care leavers can receive support from their local authority and supporting kinship carers and families will have a significant financial impact and may lead to over demand on CHCP services.	<p>COSLA negotiations on schedule of financial support</p> <p>The Chief Social Worker attends Scottish Government Working Groups</p>	3	3	9	Resource alignment to support additional duties to comply from 2016 regarding named person, child's plans and additional corporate parenting responsibilities for young people up to 26 years old.	3	2	6

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SOA 2 East Renfrewshire residents are fit and active and have the skills for learning, life and work.										
C	14	If the grant condition on local government funding i.e. pupil: teacher ratio is not met nationally in 2017/18 or the living wage is not maintained across all council services then the Council's reputation would be adversely affected.	<p>Scottish Government intends to consult on a national funding formula for schools following the recent Governance Review. This may influence the requirement for local authorities to maintain the overall pupil: teacher ratio financial settlement condition.</p> <p>Draft budget for 2017/18 reflects teacher staffing budgets based on maintaining the pupil teacher ratio at Census 2016 level taking account of projected pupil numbers for session 2017/18.</p> <p>Close monitoring of teaching vacancies in liaison with HR to ensure all action possible taken to meet pupil: teacher ratio required for Census 2017.</p> <p>Maximise the bid for newly qualified teachers.</p>	4	2	8	<p>Continue to work with ADES (Association of Directors of Education in Scotland) colleagues to influence the proposed new national staffing standard and other changes to funding arrangements for schools.</p>	3	2	6
C	15	Increase in the number of vulnerable adults and children with additional support requirements leading to a rise in demand in Education and HSCP services.	<p>Analysis of demographic changes. Increased financial forecasting.</p> <p>Increase in foster carers through local recruitment campaign.</p> <p>Education Resource Group to manage specialist resources and admission to specialist provision.</p> <p>Learning disability supported living redesign.</p>	4	3	12	<p>Review transition arrangements - child to adult services</p> <p>Implement Children's services redesign.</p>	4	2	8
C	16	Ensuring sufficient catchment places for East Renfrewshire children and young people in light of new residential developments- in particular the Local Development Plan.	<p>Regular review of places and demand.</p> <p>Current capital plan reflects new build educational estate supplemented as appropriate by developer contributions, according to timescales and extent of provision noted in LDP (1), approved June 2015.</p> <p>New facilities are progressing according to need/resources and necessary consultations/ approvals.</p> <p>New arrangements for admissions and P7 to S1 transfer for all Roman Catholic and non-denominational primary and secondary schools were approved on 20 December 2016 and are being implemented.</p>	3	3	9	<p>Capital Plan regularly reviewed and updated to align with developments as they occur and reflect operational requirements. Education statutory consultation to be undertaken in advance.</p> <p>Respond to the Main Issues Report and contribute to the new LDP (2) highlighting any impact in terms of the educational estate.</p>	2	3	6
C	17	Closure of facilities (related to Trust) as a result of unforeseen failure resulting in loss of attendance, revenue, damage to reputation and increased management fee.	<p>ERC's Asset Management Plan.</p> <p>Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance.</p> <p>Business Continuity Plans in place for services.</p>	3	4	12	<p>Capital Project Appraisals (CPAs) prepared for consideration through the capital plan to address operational requirements.</p>	2	4	6
C	18	Inability due to lack of resources to realise the agreed ambition or vision for East Renfrewshire Culture and Leisure (ERCL).	<p>ERCL key partner within the Community Planning Partnership and contributes to the on-going delivery of the single outcome agreement.</p> <p>Regular meetings take place between senior staff of ERCL and ERC. Regular meetings take place between the Chairman of the ERCL Board and ERC elected members.</p> <p>Role of those ERC elected members who are also ERCL Trustees including explaining and communicating ERCL strategies, policies, decision etc. to the Council.</p>	3	3	9	<p>ERCL involvement in developing the Main Issues Report and contributing to the new LDP (2).</p> <p>Further training and support provided to ERCL Trustees including the introduction of Trustee appraisals.</p>	2	3	6

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Risk status S/C/N (same, change, new)	No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Assessment of Residual Risk [proposed]		
				Likelihood (Probability)	Impact (Severity)	Risk Score [L x I]		Likelihood (Probability)	Impact (Severity)	Residual Risk Score
				[L]	[I]	[L x I]		[L]	[I]	[L x I]
SOA 3 East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.										
C	19	Projects included in the Glasgow and Clyde Valley City Deal programme (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits resulting in a gap in funding provided by UK and Scottish Government.	Tri-partite agreement between UK and Scottish Governments and the Clyde Valley partners signed in August 2014. Rigorous independent check of proposed project plans prior to implementation Strong governance regime	2	4	8	Ongoing monitoring working groups plus ongoing review and implementation of agreed Assurance Framework.	1	4	4
C	20	Increase in construction inflation costs may negatively impact on the planned capital plan.	Management of borrowing portfolio. Major capital projects have been reviewed for inflationary impact in preparing the 2016/17 Capital Plan. Reassessment of capital plan to ensure budget can be met. New Eastwood Health & Care Centre with Greater Glasgow NHS and East Renfrewshire Council HSCP delivered. Improved CPA process and a more corporate approach to service delivery through the Corporate Asset Management Group. The CAMG monitor progress with the capital plan and measure the impact of construction inflation closely. Prudent budgeting with an increase in reserves. Specialist treasury advice. Funding bids e.g. heritage lottery fund Close monitoring of capital expenditure/income against budget throughout year. Participation in West Territory hub to permit joint development of capital projects Maximise developer contributions	3	3	9	Achievement of outcomes from corporate asset management plan including consultation on future service delivery. Implementation of projects from City Deal programme will contribute to capital investment and increase economic activity across the area.	3	2	6
S	21	Potential breaches of State Aid compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties.	State Aid reference is made within appropriate Cabinet/Council reports. An annual State Aid return is submitted to the Scottish Government's State Aid Unit. A member of the Council's Economic Development and Regeneration Team now attends 3 meetings per year at the Scottish State Aid Local Authority Network. The Scottish Government's State Aid Unit recently delivered a training session to staff from Economic Development and Regeneration, Legal Services, Finance and Procurement.	2	3	6	Develop a Communications Plan with Communications for the dissemination of State Aid information including a link on the council's Intranet. Clearly defined departmental roles on the various aspects of State Aid. Develop a Council-wide grant aid register and process for addressing State Aid with clear governance. Consideration of the explicit inclusion of State Aid in East Renfrewshire Council's Financial Regulations and/or Standing Orders. Arrange further State Aid training for relevant staff as necessary from the Scottish Government's State Aid Unit.	1	3	3
S	22	Implementation of the Community Empowerment (Scotland) Act - failure to have statutory processes in place within required timeframes (such as Local Outcome Improvement Plan and Outcome Participation Requests process) and failure to meet community demands and expectations leading to negative impact on the reputation of the Council and the Community Planning Partnership.	Presentations to Community Planning Partnership (CPP) Board and Performance and Accountability Review (PAR) to ensure partners aware of expectations. PAR has established a Strategic Working Group to focus on implementation of 2 key elements of the Act (Local Outcome Improvement Plan and Outcome Participation Requests). CPP Board has overall responsibility for ensuring CPP meets statutory duties through scrutiny and oversight at annual meetings. PAR has responsibility for monitoring CPP performance in relation to outcomes.	2	2	4	CPP has programme for the development of leadership and capacity building for staff across the Partnership to be able to respond to the requirements of the Act Programme of community participation around the development of the Local Outcome Improvement Plan will be developed and carried out.	1	2	2

Strategic Risk Register
East Renfrewshire Council

Appendix 1

East Renfrewshire Council's Vision: A modern ambitious council, creating a fairer future with all

Risk Score	Overall Rating
11-16	High
5-10	Medium
1-4	Low

Completed by: Corporate Management Team/Heads of Service

Date reviewed: 21/02/2017
C= Changed
N =New
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SOA 4 East Renfrewshire residents are safe and supported in their communities and homes.										
C	23	Inconsistent assessment and application of the public protection agenda (Child Protection, Adult protection and Multi-Agency Public Protection Arrangements-MAPPA) may result in risk of children or vulnerable adults being harmed and lead to non-compliance with legislative standards.	<p>The operation of CP, AP committees and MAPPA's meetings to deal with the strategic and practice issues.</p> <p>MAPPA extension to include violent offenders who</p> <p>Development of protection of vulnerable groups scheme (new staff then existing staff) with replacement of enhanced disclosures.</p> <p>Training on MAPPA extension completed.</p> <p>Partnership working is at an advanced stage with Police Scotland, NHS, Scottish Prison Service and other statutory partners.</p> <p>The requirement to produce and publish reports of activities.</p> <p>The availability of data with varying limitation for analysis and evaluation.</p>	1	4	4	<p>Following the extension of MAPPA to include Category 3 violent offenders, 3 staff have completed Risk of Serious Harm training, 3 awaiting training dates.</p> <p>Negotiate with SG on the whole protection</p> <p>Ensure the links are made for learning opportunity within the protection agenda.</p> <p>Develop a framework for reporting to the community planning partnership.</p>	1	4	4
C	24	Recent increases in acts of violence and intimidation, directed at some religious groups abroad, migrate to the Council area, thereby undermining the Council's Equality Outcome 6, "Members of equality groups live their lives, safe from discrimination, harassment, victimisation and violence" .	<p>A new Duty on public authorities under the Counter Terrorism and Security Act (2015) to have " due regard to the need to prevent people from being drawn into terrorism", in the exercise of their functions.</p> <p>The establishment of a working group represented by appropriate departments of the Council to support the development of an action plan that will satisfy the requirements of the Duty under the Counter Terrorism and Security Act (2015) .</p> <p>The development of links with the appropriate Services within Police Scotland to enable and facilitate training to support those officers of the Council who work with vulnerable people, including young people and to raise awareness of the Duty and its requirements amongst appropriate staff groups</p> <p>Joint monitoring of incidents between the Council, Police and relevant religious/community leaders. Liaising, as appropriate, with relevant national intelligence services.</p> <p>Working group and posts for refugee resettlement programme in place.</p> <p>Ensuring that our emergency procedures are in line with good practice.</p>	2	4	8	<p>Continuing to liaise, as appropriate, with relevant national intelligence services.</p> <p>Presentations to Head Teachers and East Renfrewshire's Child Protection Committee to raise awareness.</p>	2	4	8

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SOA 5 Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.										
C	25	Increase in older people due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity. Pressures from new national delayed discharge targets of 72 hours.	Scottish Government -providing additional resources for Health and Social Care with emphasis on managing demographic pressures. ODP and HSCP strategic plans build on foundation of CHCP and wider council prevention and early intervention strategy for older people. Agile working for HSCP staff improves efficiency. Annual budget setting takes account of demographic projections. Fees and charges policy (concessions).	4	4	16	HSCP fit for the future review and redesign Partnership with various professional agencies and community/public to support hospital admission avoidance and safe hospital discharge for older people. has led to creation of various posts that refocus on preventions and early intervention. Community Led Support programme diverting people to community resources and building on own assets.	4	2	8